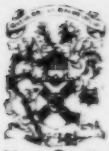


ANNUAL REPORT

for the fiscal year
ending March 31, 1986

Civil Service Commission

To His Honour

The Honourable Alan R. Abraham, C.D.
Lieutenant-Governor of Nova Scotia

May It Please Your Honour:

I have the honour to submit herewith the Report of the Nova Scotia Civil Service Commission for the year ending March 31, 1986.

I have the honour to be Sir,

Your obedient servant,

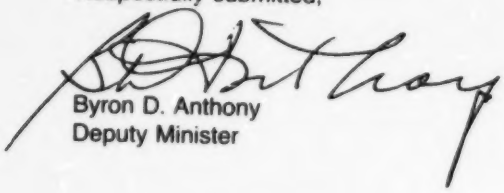
George Moody
Minister in Charge of Administration
of the Civil Service Act

The Honourable George Moody
Minister of Charge of Administration
of the Civil Service Act
Province of Nova Scotia

Sir:

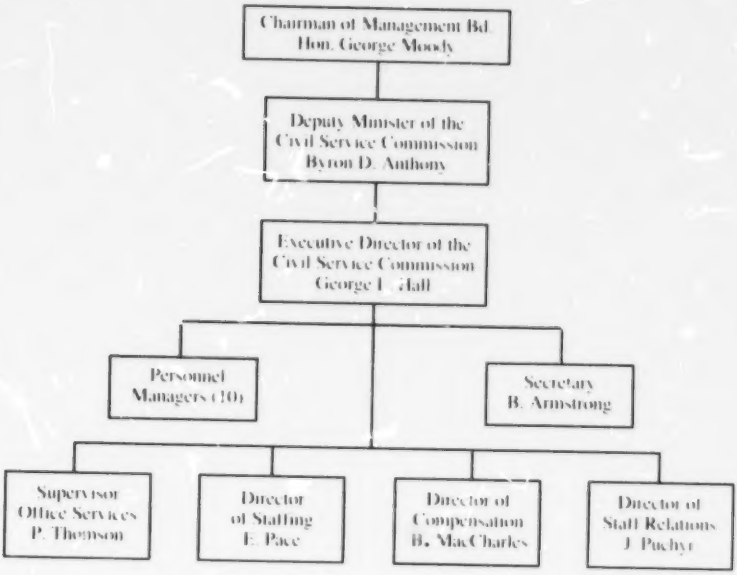
I have the honour to present the Annual Report of the Civil Service Commission for the fiscal year ending March 31, 1986.

Respectfully submitted,

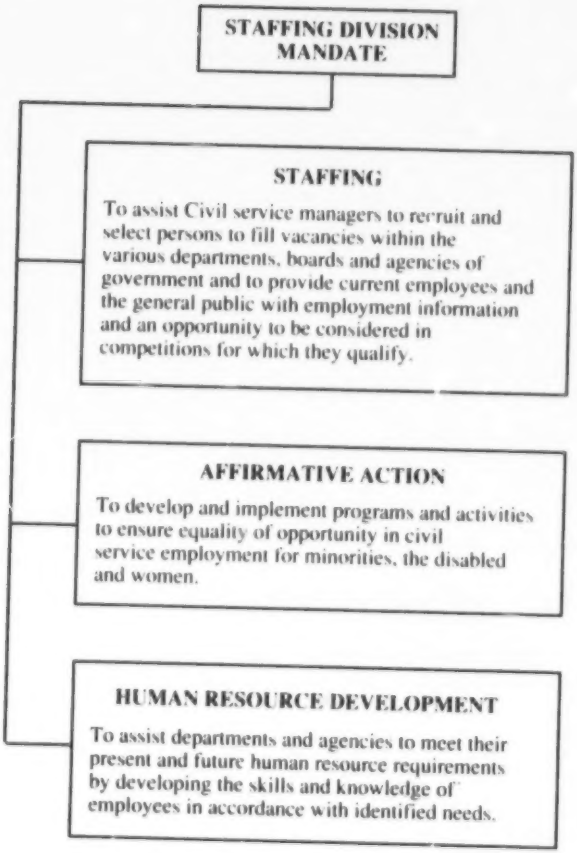


Byron D. Anthony
Deputy Minister

Organizational Chart Civil Service Commission



STAFFING - 1985/86



STAFFING ACTIVITIES

Staffing activities in 1985–86 included the following:

- responding to 1130 specific vacancy notices from departments
- receiving, acknowledging, processing and filing 22,340 applications/resumes for employment
- ensuring proper publicity of civil service vacancies including the preparation of weekly "Career Opportunities" bulletins and media advertising
- approving and processing 1034 appointments
- interviewing 2104 applicants
- providing information and assistance to 24,490 individuals who visited the employment information centre
- responding to approximately 8400 telephone enquiries from individuals seeking assistance in exploring employment with the various departments of government
- providing departments with 1100 applicant salary ratings, relating to the appointment and promotion of staff
- placing 27 students in work experience programs
- initiating a recruitment and referral service for the placement of 200 casual staff
- designing and implementing the first phase of a management skills inventory, involving approximately 1100 managers
- conducting both departmental and service-wide training programs for supervisors and managers to help them fulfill their role in the staffing process
- interviewing/counselling and placing 55 laid-off and terminated employees of the Department of Vocational & Technical Training
- conducting recruitment visits and participating in career days and seminars at educational institutions throughout the province
- participating on selection boards, throughout the civil service
- administering position-related tests.

APPOINTMENT BY PAY PLAN
April 1985–March 1986

Pay Plan	Total to Date
Administrative Support (AS)	34
Clerical and Related (CL)	272
Dental Services (DPP)	1
Educational (A) (EDA)	7
Educational (B) (EDB)	14
Health Services (A) (HSA)	26
Health Services (B) (HSB)	88
Health Services (N) (HSN)	223
Management Compensation (MCP)	78
Maintenance (MOS)	23
Medical (MS)	4
Pathologists (PA)	1
Professional (PR)	128
Services and Related (SE)	34
Technical (TE)	101
Total	1034

DEPARTMENTAL VACANCIES & APPOINTMENTS
April 1985–March 1986

Department	Vacancies	Appointments
Agriculture & Marketing	23	23
Attorney General	96	89
Auditor General	3	4
Civil Service Commission	3	1
Consumer Affairs	2	2
Culture, Rec. & Fitness	5	7
Development	24	27
Education	42	46
Environment	12	7
Finance	12	16
Fisheries	3	2
Government House	0	0
Government Services	27	28
Health	28	25
Housing	2	4
Human Rights Commission	1	1
Labour & Manpower	11	21
Lands & Forests	6	28
Legislative Counsel	0	0
Management Board	0	0
Mines & Energy	47	37
Municipal Affairs	22	23
Nova Scotia Commission on Drug Dependency	7	4
Nova Scotia Hospital	95	99
Office of the Speaker	2	3
Ombudsman	0	0
Policy Board	0	0
Premiers Office	0	0
Purchasing Agency	3	1
Social Services	85	75
Status of Women	1	1
Tourism	8	11
Transportation	33	42
Victoria General Hospital	522	407
Totals	1125	1034

AFFIRMATIVE ACTION ACTIVITIES

During 1985–86, the Affirmative Action Section:

- actively identified and arranged personal contact with target group individuals to improve the affirmative action skills inventory
- had extensive contact with schools, universities, groups and communities in an effort to provide information regarding the affirmative aciton program and employment possibilities in the civil service
- conducted 300 in-house interviews for affirmative action clients
- maintained contact and follow-up with departmental managers when affirmative action candidates were included in employment competitions
- conducted departmental information/awareness workshops
- contacted approximately 900 black students regarding summer employment opportunities
- developed an inventory and listing of "ready clients" who could be quickly considered for short-term and casual employment
- identified post-secondary affirmative action students receiving training that might be utilized within the civil service
- initiated measures to ensure that women are properly represented on Civil Service Commission-sponsored supervisory and management development programs.

Affirmative action casual/summer appointments during the year were as follows: 55 Blacks, 25 disabled individuals, and 2 native Indians.

PAY PLAN DISTRIBUTION
(Blacks, Native Indians, Disabled)
April 1985–March 1986

Pay Plan	Blacks	Native Indians	Disabled
Administrative Support	7	0	0
Clerical	59	2	18
Dental Services	0	0	0
Education "A"	0	0	1
Education "B"	2	0	1
Health Services "A"	28	0	1
Health Services "B"	8	0	1
Health Services (Nursing)	9	1	0
Management Compensation	10	1	7
Maintenance	7	0	3
Medical	0	0	0
Pathologists	0	0	0
Professional	18	0	5
Services & Related	30	2	10
Technical	24	1	5
Totals	202	7	52

CIVIL SERVICE REPRESENTATION
(Blacks, Native Indians, Disabled)
April 1985–March 1986

Year	Blacks	Native Indians	Disabled
1982	195	5	47
1983	199	5	51
1984	204	5	50
1985	207	6	55
1986	202	7	52

OCCUPATIONAL DISTRIBUTION BY SEX
Nova Scotia Civil Service
March 1986

	Number		Percentage of Total Category	
	Male	Female	Male	Female
Administrative Support	8	302	3	97
Clerical	200	2129	9	91
Dental Services	3	0	100	—
Education "A"	154	40	79	21
Education "B"	171	56	75	25
Health Services "A"	132	288	31	69
Health Services "B"	87	378	19	81
Health Services (Nursing)	41	1148	3	97
Laboratory Scientists	4	1	80	20
Management Compensation Plan	910	320	74	26
Maintenance Operational	434	4	99	1
Medical Services	25	7	78	22
Pathologist	11	5	69	31
Professional	741	299	71	29
Service	129	281	31	69
Technical	1310	299	81	19
Totals	4360	5557	44	56

SALARY DISTRIBUTION BY SEX
Nova Scotia Civil Service
March 1986

	Number		Percentage	
	Male	Female	Male	Female
Below $25,000	1258	3477	27	73
$25,000–30,000	1170	1197	49	51
$30,001–35,000	640	469	58	42
more than $35,000	1286	273	82	18

HUMAN RESOURCES DEVELOPMENT

The Human Resource Development Section provides the following programs and services to help Nova Scotia government departments and agencies develop the skills and knowledge of their employees:

- a service-wide staff training and development program of short courses and seminars.
- management development and supervisory development programs—modular training programs.
- department-based training
- consultation services on request
- administration of human resource development policies concerning staff training, educational leave, and secondment.

Review: 1980–81 to 1985–86

A review of the Human Resources Development Section's performance over the last five years reveals fundamental changes in the volume and the nature of its programs and services. For example:

- the annual number of service-wide training events and the number of participants in training increased by 91% and 94% respectively
- department-based training, virtually non-existent in 1980–81, accounted for 36% of total training events offered during 1985–86
- the volume of management training more than doubled, from only 11% of total training in 1980–81 to 26% during 1985–86
- in 1985–86, 39% of all training was delivered by Human Resource Development staff (as compared with external training consultants); virtually no training was delivered by internal resources in 1980–81.

These changes occurred in accordance with a number of strategic goals set by Human Resource development operations during this period. These included commitments to:

- establishing an ongoing systematic training needs identification process.
- increasing the level of service to line managers.
- establishing management and supervisory training as a priority activity.
- maintaining a significant level of direct involvement by staff in the design and delivery of training.

Management and Supervisory Development Programs

During 1985–86, modular developmental programs were implemented for supervisory and managerial staff, and a similar program for senior clerical staff was designed. These programs provide a continuum of developmental activities designed to help departments meet their current and future supervisory and managerial skills requirements.

The Management Development Program, designed for high potential staff currently at the middle management level, was introduced in June 1985. Two streams of participants, each consisting of 20 managers, completed the first three of the program's nine modules during 1985–86.

The Supervisory Development Program is designed for first-level supervisors as well as technical and professional staff identified as having supervisory potential. The first stream of 20 participants entered the program in January 1986.

The competency-based training needs assessment for senior clerical positions was completed to obtain detailed information for the design of a modular senior clerical program.

Performance Appraisal Training and Consulting Services

Performance appraisal training is provided only on the request of departments. During 1985–86, 10 departments and agencies requested and received training—twice the number of requests received the previous year. In 1985–86 department based performance appraisal training accounted for 18 Human Resource Development staff training days involving 290 trainees, compared with 6.5 staff training days and 125 trainees in 1984–85.

Four departments also requested consulting assistance to develop performance appraisal systems designed to meet the specific requirements of individual units. Consulting activities carried out in response to these requests accounted for 14 staff days.

A new Performance Appraisal Manual for line managers and a videotape on rating performance were also produced to help implement performance appraisal at the departmental level.

Department-based Training

Fifteen departments and agencies requested and received training, as compared with 6 during 1984–85, 48 training events involving 583 participants were delivered, compared with 24 department-based training events involving 254 participants the previous year.

Service-Wide Training Needs Assessment

A comprehensive assessment of training needs was conducted. Staff representing clerical, technical, professional, supervisory and middle management categories, and all departments and agencies participated in the needs assessment process.

A number of new and revised training courses were introduced based on information obtained from the needs assessment. These included several new courses specifically designed to meet the needs of clerical staff: Business Writing Skills, Time Management Techniques, Basic Communication Skills, Public Contact Skills, Office Procedures Improvement Techniques, and Word Processing. Other new courses introduced this year include microcomputer training in Spreadsheet Analysis and Database Management, Conducting Meetings, Defensive Driving, and Situational Leadership. Previously offered courses on Instructional Techniques and Performance Management were redesigned and are now being offered as modular programs.

Training Advisory Committees

The advisory committees previously established on management training and regional training proved to be extremely valuable. Another committee was established to act in an advisory capacity on computer-related training, and formation of a committee to serve in a similar capacity with respect to financial management training was planned.

Educational Leave Program

The Human Resource Development Section administers the educational leave policy. During the year, 54 applications for educational leave were approved. This represented a slight decrease from the 59 educational leaves granted the previous year.

The greatest number of educational leaves—47 or 87%—were granted for the professional development of Health Services staff through in-service training programs conducted by the Victoria General and Nova Scotia hospitals.

Future Initiatives

Human Resource Development initiatives planned for 1986–87 include:

- strengthened quality control mechanisms through completion of detailed lesson plans for all existing and proposed training courses by internal resources and external consultants; implementation of follow-up evaluations of training effectiveness; and systematic auditing by staff of courses offered by external resources

- design and implementation of additional courses in accordance with previously identified needs for training in:
    - consulting skills
    - management communications skills
    - goal setting
    - management of the regional office

- introduction of a senior management seminars program.

HUMAN RESOURCES DEVELOPMENT
April 1, 1985–March 31, 1986

Course	Duration (Days)	No. of Training Events	No. of Training Days	No. of Participants M	F	Total	No. of Trainee Person-Days
SERVICE-WIDE TRAINING PROGRAM							
Management/Supervisory							
Supervisory Skills	4	2	8	17	13	30	120
Critical Skills for Managers	1	5	5	9	1	10	50
Staffing for Managers	1.5	2	3	16	5	21	31.5
Situational Leadership	2	3	6	22	10	32	64
Managing Performance	4	1	4	8	4	12	48
Management Orientation	3	1	3	24	4	28	84
Total	15.5	14	29	96	37	133	397.5
Communications							
Public Contact Skills	2	7	14	45	49	94	188
Writing Letters & Reports	3	2	6	13	9	22	66
Report Writing	3	1	3	7	1	8	24
Conducting Meetings	2	1	2	5	2	7	14
Instructional Techniques	5	1	5	5	12	17	85
Speed Reading	2	2	4	10	8	18	36
Making Presentations	2	3	6	18	18	36	72
Total	19	17	40	103	99	202	485

Information Processing							
Introduction to Using The Microcomputer	2	15	30	80	79	159	318
Spreadsheet Analysis (Lotus 1-2-3)	2	7	14	52	29	81	162
Database Management (dBase III)	2	2	4	18	8	26	52
Total	6	24	48	150	116	266	532
Clerical/Secretarial Skills							
Professional Development for Secretaries	3	2	6	0	25	25	75
Development Workshop for Support Staff	3	1	3	0	12	12	36
Business Writing Skills	3	1	3	0	15	15	45
Introduction to the Electronic Office	3	1	3	0	15	15	45
Introduction to Word Processing	2	1	2	0	8	8	16
Total	14	6	17	0	75	75	217

Other							
Emergency First Aid/ Heart Saver	1.5	4	6	33	30	63	94.5
Defensive Driving	2	1	2	18	2	20	40
Evidence Giving & Court Procedures	2	2	4	27	4	31	62
Pre-Retirement Planning	2	6	12	80	41	121	242
Problem Solving	2	1	2	7	2	9	18
Managing Time	1	3	3	19	18	37	37
Total	10.5	17	29	184	97	281	493.5
Total Service-wide Training Program		78	163	533	424	957	2125
Modular Development Programs							
Management Development Program		5	17.5	37	3	40	700
Supervisory Development Program		3	9	12	8	20	180
Total		8	26.5	49	11	60	880

Department-Based Training							
Management Development	1	1	1	10	2	12	12
Making Presentations	0.5	2	1	9	8	17	8.5
Performance Appraisal	0.5	30	15	142	104	246	117
Performance Appraisal	1	5	5	41	23	64	64
Supervisory Skills	1	1	1	22	1	23	23
Staffing For Managers	1.5	1	1.5	10	3	13	19.5
Communications	0.5	1	0.5	35	15	50	25
Public Contact Skills	2	1	2	—	24	24	48
Motivation	0.5	2	1	17	21	38	19
Reading Financial Statements	2	1	2	6	1	7	14
Train the Trainer	0.5	1	0.5	—	14	14	7
Making Presentations	2	1	2	—	15	15	30
Conducting Meetings	0.5	1	0.5	2	58	60	30
Total	11	48	33	294	289	583	417
Grand Total	**76**	**134**	**222.5**	**876**	**724**	**1600**	**3422**

DISTRIBUTION OF PARTICIPANTS IN HUMAN RESOURCE DEVELOPMENT ACTIVITIES BY DEPARTMENT
April 1, 1985–March 31, 1986

Department/ Agency	Service-wide Training		Modular Training Programs		Department-based Training		Educational Leave		Total	
	N	%	N	%	N	%	N	%	N	%
Agriculture & Marketing	39	4.1	—	—	—	—	2	3.7	41	2.5
Attorney General	24	2.5	2	3.3	—	—	—	—	26	1.5
Auditor General	—	—	—	—	12	2.1	—	—	12	0.7
Civil Service Commission	19	1.9	2	3.3	8	1.3	—	—	29	1.8
Consumer Affairs	1	—	2	3.3	—	—	—	—	3	0.1
Culture, Recreation and Fitness	8	0.8	—	—	—	—	—	—	8	0.5
Development	16	1.6	4	6.7	—	—	—	—	20	1.2
Drug Dependency Commission	9	0.9	3	5.0	33	5.7	—	—	45	2.7
Education	80	8.3	4	6.7	—	—	1	1.8	85	5.1
Environment	30	3.1	2	3.3	—	—	—	—	32	1.9
Finance	45	4.7	3	5.0	45	7.7	—	—	93	5.6
Fisheries	5	0.5	—	—	—	—	—	—	5	0.3
Government Services	8	0.8	3	5.0	85	14.6	—	—	96	5.9
Health	38	3.9	3	5.0	15	2.6	—	—	56	3.4
Housing	53	5.5	3	5.0	74	12.7	—	—	130	7.9
Human Rights	9	0.9	1	1.7	8	1.4	—	—	18	1.1
Labour	32	3.3	—	—	—	—	—	—	32	1.9
Lands & Forests	43	4.4	2	3.3	11	1.9	—	—	56	3.4
Management Board	5	0.5	—	—	—	—	—	—	5	0.3
Mines & Energy	42	4.3	3	5.0	—	—	—	—	45	2.7
Municipal Affairs	36	3.7	6	10.0	53	9.1	—	—	95	5.7
Nova Scotia Hospital	41	4.2	—	—	7	1.2	5	9.3	53	3.2
Office of the Premier	2	0.2	—	—	—	—	—	—	2	0.1
Ombudsman's Office	3	0.3	—	—	—	—	—	—	3	0.1
Policy Board	3	0.3	2	3.3	—	—	—	—	5	0.3
Purchasing Agency	5	0.5	—	—	—	—	—	—	5	0.3
Social Services	20	2.1	4	6.7	38	6.5	—	—	62	3.8
Tourism	32	3.3	1	1.7	20	3.4	—	—	53	3.2
Transportation	201	21.0	6	10.0	22	3.7	—	—	229	13.9

Victoria General Hospital	9	1.9	1	1.7	152	26.1	46	85.2	208	12.6
Vocational & Technical Training	21	2.2	3	5.0	—	—	—	—	24	1.5
Total	879	91.7	60	100.0	583	100.0	54	100.0	1576	95.2
Non-Civil Service	78	8.2	—	—	—	—	—	—	78	4.7
Total	**957**	**100.0**	**60**	**100.0**	**583**	**100.0**	**54**	**100.0**	**1654**	**100.0**

CO-OPERATIVE EDUCATION EMPLOYMENT PROGRAM

The Civil Service Commission's Co-operative Education Employment Program was initated in January 1981. It is designed to help Nova Scotia government departments and agencies provide career-related work experience for students enrolled in co-operative education programs, recently established by Nova Scotia universities.

The unique feature of the co-operative education model is that students spend alternate semesters in the classroom and on the job, acquiring both academic and practical training. By the time the students graduate, they have already accumulated considerable practical experience and are of greater value to prospective employers.

The co-operative education model also creates linkages between the universities and business and industry, resulting in mutually beneficial impacts on personnel recruitment, information exchange and course content on current knowledge and technology relevant to labour market needs.

Program Utilization

During 1985–86, 25 co-op positions of four-month duration were created in 18 Nova Scotia government departments and agencies. The students employed represented five Nova Scotia universities: Mount Saint Vincent, Dalhousie, the Technical University of Nova Scotia, Acadia, and University College of Cape Breton. Co-op students enrolled in Computer Science, Business Administration and Public Relations were in greatest demand by government departments.

Program Effectiveness

Ongoing program evaluation indicates that the program is continuing to provide benefits to hiring departments by supplying skills that contribute to their operations, and to students by providing career-related work experience and opportunities to apply academic knowledge.

DISTRIBUTION OF CO-OP STUDENT POSITIONS DEPARTMENT/AGENCY

Department/Agency	No.	Percentage
Agriculture & Marketing	1	4
Civil Service Commission	1	4
Consumer Affairs	2	8
Culture, Recreation & Fitness	1	4
Development	2	8
Education	1	4
Environment	2	8
Finance	2	8
Fisheries	1	4
Government Services	2	8
Health Services	1	4
Housing	1	4
Lands & Forests	2	8
Mines & Energy	1	4
Nova Scotia Hospital	2	8
Nova Scotia Research Foundation	1	4
Social Services	1	4
Victoria General Hospital	1	4
Total	25	100

DISTRIBUTION OF CO-OP STUDENT BY COURSE OF STUDY

Course of Study	No.	Percentage
Computer Science	11	44
Public Relations	4	16
Business Administration	3	12
Food Science/Nutrition	2	8
Chemistry	1	4
Metallurgical Engineering	1	4
Public Administration	1	4
Law	1	4
Home Economics	1	4
Total	25	100

DISTRIBUTION OF CO-OP STUDENT BY EDUCATIONAL INSTITUTION

Educational Institution	No.	Percentage
Acadia	10	40
Mount Saint Vincent University	8	32
Dalhousie	5	20
University College of Cape Breton	1	4
Technical University of Nova Scotia	1	4
Total	25	100

COMPENSATION

Management Compensation

An overall salary policy adjustment, effective April 1, 1985, was provided for employees classified under the Management Compensation Plan (MCP). This adjustment provided an across-the-board increase of 4% for this group of approximately 1,300 managers and non-bargaining professionals distributed throughout the various departments and agencies of government.

Maintenance of the internal equity, as provided through the job evaluation process for positions in the Management Compensation Plan, continues to be ensured by the ongoing utilization of committees of senior management people from all government departments. The Deputy Ministers' Maintenance Committee continues to oversee the evaluation of benchmark positions and to consider the impact of major organizational reviews. There are also three sub-committees that meet to consider positions not designated as benchmarks.

Overall this year, 38 new positions were established, 23 existing positions were upgraded, 2 positions were downgraded, 30 positions were deleted and 6 positions were reviewed with no resulting change in classification.

The Commission acknowledges the cooperation of the deputy ministers and departmental representatives who participate in this process—one that is so important to the ongoing maintenance of the system.

Position Evaluation—Bargaining Unit and Other Non-MCP Positions

The division has been deeply involved in finalizing the overall review of the classification system in place for bargaining unit employees and the implementation of a classification appeal system which has been ongoing.

This activity was agreed to during the negotiation process in 1983. The new system, including the appeal mechanism, was to be in place by February, 1985. However, the Nova Scotia Government Employees Union and the government agreed to extend the implementation date.

During the extension period, the freeze on position reviews implemented in October, 1983, has generally been continued. However, the delay in implementation has led to a need to deal with some of the more pressing problems. The result is that Management Board has had to deal with some reclassifications of existing positions where such changes resulted from a major reorganization within a department or division.

Even though activity in this area of individual reviews was somewhat reduced, the Commission acted on the following in 1985–86:

- 248 positions were established and classified to accommodate expanding government services and redefinition of functions
- 123 positions were deleted following the reorganization of the departmental establishment and reassignment of the duties and responsibilities of these positions to newly established or revised positions
- 606 people were reclassified because of promotion to more responsible positions and/or as a result of the upgrading of their qualifications
- 839 Management Board requests for additional and replacement positions were processed and recommendations made by the division.

Benefits

The division continues to monitor the level of benefits available to employees within the civil service to determine whether an acceptable relationship exists. This is particularly important when looking at the level of benefits and working conditions available to non bargaining employees in comparison to the level of benefits enjoyed by the employees covered by the various collective agreements within the civil service.

The deliberations on a Long Term Disability Plan that had been ongoing with the Nova Scotia Government Employees Union (N.S.G.E.U.) were concluded this year. In October 1985 a comprehensive program of general illness, short-term illness or disability and long-term illness or disability protection for the employees in the civil service was implemented as a result.

As part of this package the Long Term Disability Plan will be a self-insured plan administered by a Board of Trustees with equal representation from the N.S.G.E.U. and the Government. The premiums required to fund the Plan will be shared on an equal basis by the employer and employees.

Compensation Research

The Division maintains an active program of compensation research to support the Civil Service Commission's collective bargaining, management compensation and classification function. As the central compensation authority for the provincial government, the Commission continues to be called on by a number of private and public organizations for information on salary levels and benefits available to civil servants. Because of the size and diversity of the civil service and the expertise the division employs in the area of compensation, it is also often asked to provide advice and assistance to other government and quasi-government institutions and agencies that are not part of the regular civil service.

Committees

The staff of the Division participated in the following committees during the year:

- the Joint Salary Committee of the Department of Health and the Nova Scotia Association of Health Organizations
- the sub-committee charged with the responsibility of reviewing benefits
- various collective bargaining committees
- committees responsible for evaluating and classifying all positions under the management compensation system.

Staff Training and Development

Division staff participated in various training programs, to help them provide a wide range of services to various departments of government.

POSITIONS REVIEWED BY PAY PLAN
1985–1986

Pay Plans	Established	Title Change	No Change
Clerical	98	48	6
Administrative Support	4	2	1
Dental Services	—	—	—
Education "A"	4	—	2
Education "B"	13	6	—
Health Services (A)	—	—	—
Health Services (B)	3	1	—
Health Services (N)	3	3	—
Laboratory Scientist	—	—	—
Maintenance	6	3	1
Medical	1	1	—
Pathologists	—	—	—
Professional	93	19	5
Services & Related	1	2	1
Technical	22	8	6
Management Compensation	38*	30	14
Total	286	123	36

*23 of the MCP positions were upgraded and 6 reviewed with no change.

SUMMARY OF PERIODIC PAY REVIEWS FOR NON-BARGAINING CLASSES

Employees Group	Effective Date	No. of Employees	Increase (% across board)	Approximate Cost ($)
Administrative Support (AS)	22/12/85	312	2	133,625
Management Compensation Plan (MCP)	30/03/86	1296	2	1,070,740
Medical Services (MS)	30/03/86	34	2	48,626
Pathologist (PA)	30/03/86	16	2	28,369
Laboratory Scientists (LS)	30/03/86	6	2	7,884
Dental Services (DPP)	30/03/86	4	2	4,289

APPOINTMENTS & SEPARATIONS BY STATUS
April 1, 1985–March 31, 1986

Status	Appointments	Separations
Temporary/Summer	33	33
Temporary	90	45
Term	80	26
Probationary/Permanent	658	694
Total	861	798

REASONS FOR EMPLOYEE SEPARATIONS
April 1, 1985–March 31, 1986

Reason	Permanent	Probationary	Term	Temporary	Summer	Total
Relocation	93	20	3	8	—	124
Marriage	2	—	—	—	—	2
Pregnancy	9	3	—	1	—	13
Continue further education	34	6	1	3	1	45
Travel	3	—	—	—	—	3
Self employment	—	—	—	—	—	—
Working environment	7	1	—	—	—	8
Conditions of employment	5	1	—	—	—	6
Another position	134	23	9	5	—	171
Left without notice	—	—	—	—	—	—
Unsuited for position	8	8	3	—	—	19
Illness	11	3	—	1	—	15
Over 65	60	4	4	—	—	68
Deceased	10	2	—	—	—	12
Elective retirement	113	5	1	—	—	119
Project completed	—	—	—	—	1	1
Summer employment	—	—	—	—	30	30
Term employment	—	—	3	—	—	3
Temporary employment	—	—	—	23	—	23
Appointment cancelled	—	1	—	—	—	1
Personal	105	19	2	5	1	132
Position redundant	2	1	—	—	—	3
Total	596	97	26	46	33	798

CIVIL SERVICE EMPLOYEES BY DEPARTMENT AS OF MARCH 31, 1936

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Agriculture & Marketing					
Field Services	—	—	252	252	—
Agricultural College	—	—	163	163	415
Attorney General	—	2	457	459	459
Consumer Affairs	—	—	90	90	90
Culture, Recreation & Fitness	—	—	64	64	64
Development	—	1	163	164	164
Education					
General	—	5	198	203	—
N.S. Teachers College	—	—	85	85	—
N.S. Museum	—	11	67	78	366
Environment	—	3	118	121	121
Finance					
Head Office	—	—	111	111	—
Provincial Tax Commission	—	—	148	148	259
Fisheries	—	1	81	82	82
Government Services					
Finance & Administration	—	—	18	18	—
Systems & Computer Services	—	—	156	156	—
Information Services	—	—	49	49	—
Design & Construction Services	—	—	15	15	—
Construction Services	—	—	7	7	—
Property Operation Srvs.	—	—	7	7	—

CIVIL SERVICE EMPLOYEES BY DEPARTMENT AS OF MARCH 31, 1986 (continued)

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Building Services	—	—	39	39	—
Operation Services	—	—	27	27	—
Policy Planning	—	—	2	2	320
Health					
General	—	2	519	521	—
Victoria General Hospital	38	12	2457	2507	—
Nova Scotia Hospital	—	3	723	726	—
Nova Scotia Commission on Drug Dependency	—	—	164	164	3918
Housing	—	35	116	151	151
Labour & Manpower	—	1	148	149	149
Lands & Forests	—	58	572	630	630
Mines & Energy	—	38	122	160	160
Municipal Affairs	—	17	250	267	267
Public Service					
Legislative Expenses	—	—	1	1	—
Executive Council Office Administration	—	—	6	6	—
Civil Service Commission	—	—	58	58	—
Salvage Yards Licensing Act	—	—	10	10	—
Gasoline Licensing Act	—	—	8	8	—
Management Board	—	—	18	18	—
Office of the Premier	—	—	4	4	—
Emergency Measures	—	—	8	8	—
Government House Administration	—	—	7	7	—
Election	—	—	1	1	—

CIVIL SERVICE EMPLOYEES BY DEPARTMENT AS OF MARCH 31, 1986 (continued)

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Protocol Office	—	—	4	4	—
Auditor General	—	5	25	30	—
Education Fund for Black Students	—	—	1	1	—
Purchasing Agency	—	—	23	23	—
Human Rights Commission	—	—	20	20	—
N.S. Horse Racing Comm.	—	—	1	1	—
Ombudsmans	—	—	3	3	—
N.S. Lottery Commission	—	—	4	4	—
N.S. Police Commission	—	—	5	5	—
Motor Carrier Act Administration	—	—	32	32	—
Expropriation Compensation Board	—	—	1	1	—
Legislative Council	—	—	5	5	—
Office of the Speaker	—	—	16	16	—
Advisory Council Status of Women	—	—	3	3	—
Policy Board	—	—	6	6	—
Municipal Board	—	—	3	3	—
Workers Compensation Appeal Board	—	—	3	3	281
Social Services	—	1	834	835	835
Tourism	—	—	78	78	78
Transportation	—	22	922	944	944
Vocational Technical Training					
General	—	61	73	134	—
Adult Vocational Training Centres	—	58	52	110	—

CIVIL SERVICE EMPLOYEES BY DEPARTMENT AS OF MARCH 31, 1986 (continued)

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
N.S. Institute of Technology	—	26	104	130	—
N.S. Nautical Institute	—	32	10	42	—
N.S. Land Survey Institute	—	3	17	20	436
Total	38	397	9754	10,189	10,189

INCREASE IN CIVIL SERVICE
From 1961/62 to 1985/86

Fiscal Year	Appointments	Separations	No. of Civil Servants as of March 31	Increase/ Decrease over Previous Year	Percent of Increase/ Decrease
1961–1962	1,246	1,102	4,373	—	—
1962–1963	852	982	4,243	−130	−2.9
1963–1964	1,142	946	4,439	+196	4.6
1964–1965	1,237	1,007	4,669	+230	5.2
1965–1966	1,647	1,218	5,098	+429	9.2
1966–1967	1,684	1,038	5,744	+646	12.7
1967–1968	1,978	1,326	6,396	+652	11.4
1968–1969	1,811	1,359	6,848	+452	7.1
1969–1970	1,889	1,422	7,315	+467	6.8
1970–1971	1,620	1,351	7,584	+269	3.7
1971–1972	1,406	1,277	7,713	+129	1.7
1972–1973	1,609	1,395	7,927	+214	2.8
1973–1974	2,060	1,589	8,400	+473	6.0
1974–1975	2,243	1,833	8,808	+408	4.9
1975–1976	2,756	2,447	9,106	+298	3.4
1976–1977	1,799	1,818	9,087	− 19	−0.2
1977–1978	1,888	1,840	9,135	+ 58	0.6
1978–1979	1,872	1,586	9,421	+286	3.1
1979–1980	1,589	1,506	9,504	+ 83	0.9
1980–1981	1,492	1,470	9,526	+ 26	0.3
1981–1982	1,729	1,492	9,763	+237	2.4
1982–1983	763	879	9,648	−115	−1.2
1983–1984	1,147	763	10,032	+384	3.9
1984–1985	942	848	10,126	+ 94	0.9
1985–1986	861	798	10,189	+ 63	0.62

STAFF RELATIONS

The Staff Relations Division provides a comprehensive labour relations services to the government. It negotiates nine collective agreements with the Nova Scotia Government Employees Union which represents approximately 8300 employees of the province who are appointed pursuant to the Civil Services Act. A collective bargaining services is also provided to the Minister of Education in his negotiations with the 11,000-member Nova Scotia Teachers Union.

The division also provides a Chief Negotiator in negotiations between the Department of Transportation and its 4600 hourly paid employees, represented by the Canadian Union of Public Employees. Indirectly, through a consultative process, representatives from the division are involved in the collective bargaining process that determines settlements for approximately 9,000 unionized hospital employees in this province.

While the collective bargaining service is a major undertaking for the division, other aspects of a complete labour relations service are not overlooked. Providing advice concerned with the administration of the terms and conditions of the various collective agreements isanother major function. Staff also takes an active role in grievance and adjudicative processes, provide leadership in the administration of a corrective discipline process and act as the trainers in government labour relations educational programs for managers.

Civil Services Bargaining

During the year, all of the nine Civil Service Collective Agreements expired and the Civil Service Commission, as the employer for collective bargaining purposes, was served with notices from the Nova Scotia Government Employees Union to begin collective bargaining. Actual bargaining, however, began on only two fronts—the Professional and Clerical Collective agreements.

No collective bargaining meetings were held for the seven remaining bargaining units. Initial demands from the union with respect tothe two bargaining units at the table covered a wide range of proposals for benefits and substantial salary increases.

During the past year, one of the Civil Service Bargaining units, had its collective agreement salary terms determined by binding arbitration. This group of employees, comprised mainly of medical and X-ray technicians, sought wage parity with nurses. The arbitration board decided that the union had not presented a conclusive case to convince the board that parity should be granted, and that part of the union's arguement was rejected. However, the board did determine that the collective agreement for these employees should expire on the same date as the nurses' collective agreement and accordingly extended the technicians' agreement by three months, with a 2% increase over and above the 24-month 5% and 4% increase granted to the eight other bargaining units.

Negotiations to establish a kilometrage rate as reimbursement to civil servants who drive their own cars on government business also reached an impasse, and the Nova Scotia Government Employees Union applied for an arbitration board to resolve this issue. The current rate of reimbursement is 25.2 cents per kilometer (40.5 cents per mile) with a reducing scale at plateaus of 16 093 and 24 140 km.

Transportation Workers' Bargaining

The Provincial Government granted the Canadian Union of Public Employees voluntary recognition to represent hourly paid employees of the Department of Transportation. The division provides a Chief Negotiator to the department for this series of negotiations. While negotiations had not begun by year-end, the department was served with the usual notice to bargain.

Teachers' Bargaining

Notice to bargain was served on the Minister of Education by the Nova Scotia Teachers Union. Through the Minister, staff of the division are responsible for negotiating a province-wide collective agreement covering most terms and conditions, including salaries, for the province's 10,500 public school teachers. The Nova Scotia Teachers Union negotiates separate agreements with each school board, covering local issues.

Negotiations in the next year will undoubtedly become more complex because of proposed legislation establishing a separate Department of Vocational and Technical Training. This will mean that 400 plus teachers formerly covered by the Teachers Union Provincial Agreement will now be directly employed by a new Minister. This in turn will mean that a separate collective agreement will have to be negotiated with the Teachers Union which, according to the proposed legislation, will be the bargaining agent representing this group of teachers.

Grievances and Adjudication

This has been a particularly active year for staff of the division. A total of 95 grievances were brought to the division's attention by departments and 28 of these were heard or were slated to be heard by an adjudicator. The major issues that triggered grievances were job posting, poor attendance, challenges to corrective discipline and classification challenges. The significant increase in the number of grievances filed by employees was attributable in large part to more aggressive union activity and a determination by managers to more effectively use corrective discipline in dealing with absenteeism and unacceptable behavior by employees.

At year-end 20 of the grievances earmarked for adjudication had not been heard because of a lack of too few knowledgeable adjudicators available, and acceptable, to the parties. Delays such as the ones experienced were considered unavoidable.

Labour Relations Education

Staff of the division continued to provide this vital labour relations training to managers in the civil service. Topics included collective agreement administration, rudimentary labour law, grievance and adjudication, corrective discipline and absenteeism control. During the past year 16 workshops were held attended by 220 managers.

OFFICE SERVICES DIVISION

The Office Services Section is responsible for the control of the Commission budget and for the efficient and economical utilization of space and equipment in consultation with the directors of the various divisions. It also offers specific services to all departments, boards, commissions and agencies of the provincial government. These services include providing information on government policies, on the proper completion of Civil Service Commission forms, and on procedures to be followed to implement various transactions—appointments, separations, reclassifications, change of status, transfers, leaves, negotiated increases, periodic pay reviews, changes of job title, extentions, increments, suspensions, changes of account number and position numbers. This ongoing service requires constant daily telephone contact with all departments of government (see table for number of transactions).

TRANSACTIONS BY MONTH
for the fiscal year 1985–86

Month	Number
April	2567
May	2226
June	1904
July	2011
August	1659
September	2951
October	1725
November	1961
December	1787
January	2249
February	2390
March	2235
Total	25,665

Employees were notified by letter in approximately 80% of these transactions.

The Computer-Based Personnel Administration and Information System, which contains the records of all civil servants, continued to be upgraded by the use of service requests from the Civil Service Commission on a priority basis. As a result of service requests, programs were streamlined, old programs deleted and new programs introduced. The system is maintained for the implementation of increments, periodic pay reviews and collective agreement increases. Numerous other employee statistics are supplied either regularly or on request as required by the various divisions of the Civil Service Commission as well as other government departments.

The 580 injuries sustained by civil servants and order-in-council appointees while on duty were processed throught the section to the Workers' Compensation Board.

Long Service Awards

Two annual Long Service Award Presentation ceremonies were held at Government House on December 5 and 6, 1985. Eighty-five public servants, representing 15 government departments, who had completed 25 years of service with the Province of Nova Scotia were presented with citations and awards by His Honour, Lieutenant-Governor Alan Abraham, assisted by Mr. George Hall, Executive Director of the Civil Service Commission.

Recipients of Long Service Award by Department

Agriculture & Marketing
Joan I. Creelman
Ian M. Fraser
Peter Y. Hamilton
Donald G. MacNeil
Muriel M. MacPhail
Allister R. Marshall

Attorney General
Robert Hickey
Mary C. Johnston
Kathleen I. Chisholm

Civil Service Commission
Bertha Slaunwhite

Culture, Recreation & Fitness
Hildred M. Mills

Education
Frank C. Meister
Ronald A. Morash
Shirley Y. Coulter
Gordon G. Logan
Theresa M. McCarthy
Catherine B. Brooks
Robert O. Kiteley

Finance
Perley S. Giberson
Marion E. Conrod

Government Services
Vernon L. Fredericks
R. Paul Beazley
Wylie M. Minick
Dora M. Silver

Health
Thelma Kaiser
A. Kathleen Rock
Mabel L. Shaw
William J. Phelan

Human Resource Development & Training
Georgina L. Burns
J. David Conrad
George L. Williams
Albert B. Laing

Labour
Gerald E. Nelson

Lands & Forests
Lillian B. Stevens
John I. Cooper
Norman A. Parker
Ronald H. Day
Herbert G. Nelson
David L. Crooker
George H. Ball
Harry A. Wood
Burton E. Greene

Nova Scotia Hospital
Kathleen L. Arsenault
Marjorie A. Cox
Beatrice M. Hines
Shirley M. Bordon
Verna G. Smith
Jean B. Farnell

Social Services
Joseph A. MacKinnon
Norma A. Lloyd
Sampson Cummings

Transportation
Corrine M. Burbine
Murdock D. Carmichael
Adrian A. Cusack
Brian G. Jay
Yvonne L. LeBlanc
Joan M. Lowthers
Duncan E. MacAskill
Paula D. MacDonald
George G. McLean
Lawrence G. Nunn
Marjorie C. Penney
Robert C. Selig
Carmen C. Turner

Victoria General Hospital
Hilarie W. Embree
Charles M. LeBlanc
Lloyd C. Rafuse
Albert F. Edstrom
Smilia Hammond
Nora M. Sutherland
Marguerite B. Morgan
Barbara J. Aitken
Sheila A. LeBlanc
Kenneth R. Smith
Gordon W. Boutilier
Norine C. Croft
Dorothy L. Murphy
Lillian M. Bowser
Shirley J. Stark
Eileen M. Floyd
Joan M. Douglas
Marina L. Anderson
Edith M. Reid
Shirley A. Matthews
Barbara E. Powell